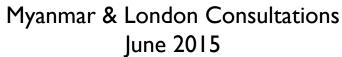
### Myanmar Centre for Responsible Business

# Consultation on the Draft ICT Sector-Wide Impact Assessment (ICT SWIA)









### **AGENDA**

9:00	Coffee and registration
9:30	Objectives of the session
9:40	Introduction to the SWIA process and report structure
10:00	Presentation and discussion of draft impact analysis
10:45	Coffee break
11:00	Presentation of draft recommendations and breakout groups
12:30	Follow-up and next steps, including Linked Initiatives.



### **OBJECTIVES**

- Identify whether key findings are relevant and complete Have we missed or misdiagnosed key issues?
- Elicit recommendations for actions by the Government, the ICT Industry and other stakeholders?
- Further identify and highlight on-going or planned initiatives.

## Myanmar Centre for Responsible Business



www.myanmar-responsiblebusiness.org

15 Shan Yeiktha Street, Sanchaung, Yangon

Tel/Fax: 01 510069

### **Founders:**





**Objective:** To provide an effective and legitimate platform for the creation of **knowledge**, **capacity and dialogue** concerning responsible business in Myanmar, based on local needs and international standards, that results in more responsible business practices.

### **Current core funders:**

- UK Department for International Development
- DANIDA (Danish development aid)
- Norway
- Switzerland
- Netherlands
- Ireland

### **Consultation rules**

- Chatham House rule: what is said here will not be attributed
- What is said here will not be considered a commitment
- A summary of the meeting will be produced and included on our website, without attribution of comments to particular participants

### What's different about a SWIA?

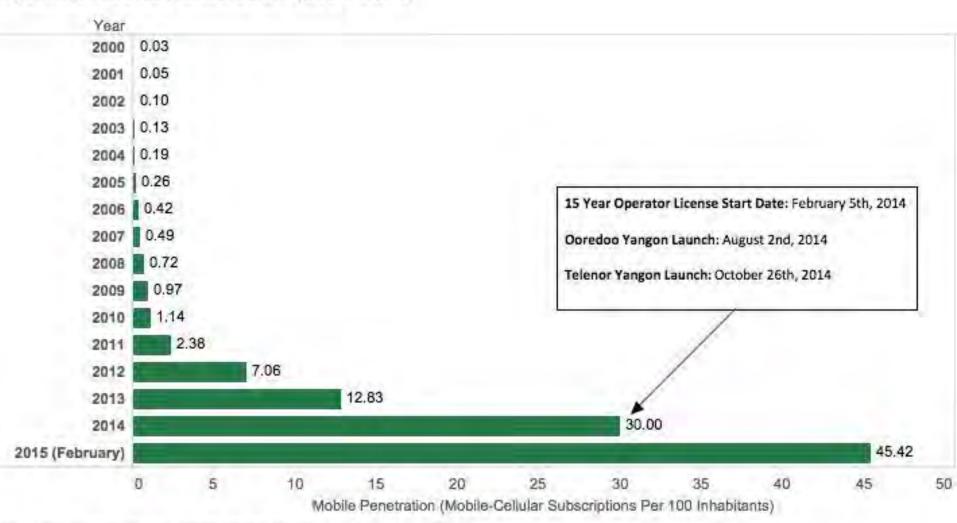
Human rights based	Uses a human rights lens to consider business impacts and assess the policy & legal frameworks
Audience	Government and Parliamentarians, business, local communities, civil society, and workers and trade unions
Aims to shape policy, law and projects	<ul> <li>Examine the national context, national frameworks</li> <li>Examines business practices</li> <li>Identify what actions by Government and business will help shape or impede better human rights outcomes for the sector</li> </ul>
Information goes into the public domain	Human rights impact assessments (HRIA) (when done) are typically confidential. The rationale behind the SWIA is to make the document a public good, with the aim of improving practices and outcome of business investment for the population of Myanmar.
3 Levels of Analysis	Looks at the impacts of the sector and to do this uses three levels of analysis: aggregate, cumulative and project levels

### Why a SWIA on ICT in Myanmar?

- Growth: Unprecedented growth of the sector & priority sector for the country current FY, telecommunications have contributed \$2 billion of \$8.1 billion in total FDI
- **Expansion**: Nationwide rollout with aggressive voice and data coverage performance targets -- aim to achieve 30 million users by 2015 in mobile industry (50% tele-density) (2011-2015 ICT Master Plan)
- Risks: Potential adverse impacts on a number of human rights linked to development of ICT such as right to privacy, freedom of expression + other human rights around labour & land
  - Key regulations surrounding lawful interception, data privacy, and access to information have not been signed into law
- Addressing risks: Myanmar's history, geographic and ethnic diversity, gaps in legal framework require enhanced due diligence by business operating in the ICT sector
  - ICT SWIA is a helpful resource

### 15-Year Mobile Penetration Growth

### Myanmar Mobile Penetration (2000-2015)



2000-2013 Data Source: International Telecommunications Union

2014 Data Source: Myanmar Times, "JICA Loan Set to Boost Telecoms" (January 2015)

2015 Data Source: Global New Light of Myanmar, "Communications Services Inspected in Kayah and Shan states (February 2015)



### **Sector-Wide Impacts (Positive)**

#### **Economic Impact**

- ICT sector projected to contribute \$6.4 billion to Myanmar's GDP and employ approximately 240,000 people by 2030
- A 10% increase in tele-density correlates with a 0.8% increase in GDP per capita, while
  a 10% increase in internet penetration correlates in a 1.12% increase. A 10% increase in
  broadband penetration correlates in a 1.38% increase.

#### Governance

- ICTs can enable inclusive engagement between citizens and government through increased transparency, accessibility of information, and citizen participation.
- Civic technology, e-governance, open data

#### Cultural

- Language localization and ability to access information and local language content
- Preservation of ethnic languages in the digital realm

#### Social

- Improved access to information, and ICT4D applications including health or educational resources
- Impact on migration through communication and remittances (mobile money)

#### **Environmental**

- Geographic Information Systems (GIS)
- Disaster response

### Sector-Wide Impacts (Potential Negative)

Negative	Mitigation?
Digital dangers:	Awareness raising around online safety, full translation of

community standards for social media and education around

Emerging risks around cyber-bullying or harassment, non-consensual pornography, and child safety.

Digital Dangers:

Low levels of digital literacy among users

Digital Exclusion:

Low digital literacy and low levels of local language content Out-dated curriculum in technical universities, challenges for companies to hire qualified graduates

**Environment:** Energy consumption and emissions from mobile towers

**Environment:** 

Management of e-waste, both domestically produced and e-waste exported

safeguards

to Myanmar from abroad

Elections ICT services could be used to spread incitement to violence Surveillance Without legal controls in place, enabling widespread surveillance without

individuals participating in the informal sector.

legal reviews.

content reporting mechanisms.

translated to local language.

events such as "hackathons".

sites running on generator power

Ensure that communication materials, terms of service

agreements, software or application agreements are all

Promote standardization of Myanmar language fonts and

Increase public-private sector collaboration for curriculum

practically apply their knowledge in real-world settings such as business case competitions, or software development

local language content generation. Build digital literacy

through awareness raising campaigns and training.

design, internships or opportunities for students to

Use of renewable power sources (wind or solar),

development of community micro-grids at off-grid tower

Development of formal waste management processes for e-

waste, including enhanced regulations and training for

Good preparation by Government, telecommunications operators, social media to limit such messaging Targeted rather than mass surveillance, judicial authorization process, oversight, transparency and periodic



Field Research Locations (Nov 2014 – February 2015)

#### 1st round of field visits: Nov-Dec 2014

- A. Mandalay Region
  - Pyin Oo Lwin
  - Mandalay
- **B.** Sagaing Region

#### 2<sup>nd</sup> round of field visits: Dec-Jan 2015

A. Yangon Region

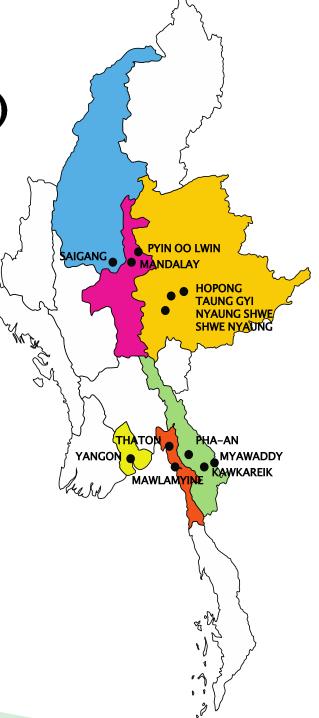
#### 3rd round of field visits: Jan 2015

#### A. Shan State

 (Taung gyi, Nyaung Shwe, Shwe Nyaung, Hopong)

#### 4th round of field visits: Feb 2015

- A. Mon State
  - (Thaton, Mawlamyine)
- B. Kayin State
  - (Pha An, Kawkawreik, Myawaddy)



### ICT SWIA stakeholders

### At national level (mostly non structured discussions):

➤ Ministry of Communications and Information Technology (MCIT) and Posts and Telecommunications Department (PTD), Myanma Posts and Telecommunications (MPT)

### At field level

- > 180 interviews conducted 139 individually and another 41 interviewed as part of focus group discussions
- Local Communities
  - Women
  - Seniors
  - Schools
  - Local vendors
  - Local businesses
  - Community Leaders
- Employees
- Daily Wage-earners
- Company managers

- Other local stakeholders
  - Civil society groups
  - Health Workers
  - Local educated persons
  - Media
  - Politicians
  - Religious Leaders
  - State/ Township Authority
  - Suppliers

We are not attributing our findings to particular places, companies, or individuals and we do not intend to list specific stakeholders with whom we have engaged.

### Field Research Questionnaires:

Communities who are potentially affected by ICT operations, covering ICT issue areas including: ICT uses, livelihood, consultation, land use, environment, labour, migration, children, gender, security, indigenous peoples/ethnic peoples.

Managers of ICT companies and their contractors and suppliers, covering issues such as: customer/user privacy and security (including lawful interception and surveillance), freedom of expression (including censorship and hate speech), working conditions, and community impacts (including land use).

Employees and workers of ICT companies and suppliers' employees, which covers issues related to working conditions and health and safety of workers.

External stakeholders with questions related to the impacts of ICT operations for local or national authorities, NGOs, international organizations, journalists, political parties, schools and monasteries.

#### Indicative table of contents for the final ICT SWIA Report

(The June 2015 consultation draft covers the chapters in green)

- Executive Summary
- Introduction
- Government Structure and Legal Framework
- Sector-Level Impacts
- Operational-Level Impacts
  - Freedom of Expression & Censorship
  - Hate Speech
  - Surveillance and Lawful Interception
  - Privacy
  - Cyber-Security
  - Labour
  - Land
  - Groups at Risk
  - Stakeholder Engagement & Grievance Mechanisms
  - Conflict & Security

- Cumulative-Level Impacts
- Recommendations
  - To the Government of Myanmar
  - To Companies Operating in the ICT Sector
  - To Civil Society and Human Rights Defenders
  - To Development Partners/Home Governments
  - To Investors in Myanmar's ICT
     Sector
- Annexes:
  - SWIA Methodology
  - ICT Operations and Operators in Myanmar
  - Legal Framework Models for Lawful Interception Standards

June 2015 Consultation Draft available at:
<a href="http://www.myanmar-">http://www.myanmar-</a>
<a href="responsiblebusiness.org/swia">responsiblebusiness.org/swia</a>



### **OPERATIONAL-LEVEL IMPACTS**

\*this summary focuses on field research findings rather than on the analysis of the policy and legal framework that will appear in final report

- Stakeholder Engagement
- Privacy
- Surveillance and Lawful Interception
- Cyber Security
- Freedom of Expression
- Hate Speech
- Groups at Risk
- Land
- Labour
- Conflict and Security



### Key finding: Limited public consultations

- Very few cases observed where any ICT company or Myanmar Government had done wider community consultation regarding the network rollout, land needs and plans, and the ways in which the rollout would affect their lives and livelihoods, positively or negatively
- Many interviewees were not provided with basic information regarding tower safety

### Key finding: Lack of grievance mechanisms

- Interviewees reported not knowing which company was involved in the construction (including towers and fiber)
- Community members were not given any information to make contact or complain either with the cable laying company, tower construction company or telecom operator.
- Content reporting options are focused on international over the top services;
   limited options for reporting or addressing grievances on local platforms

### **Myanmar Good Practice Examples:**

- From November 4<sup>th</sup> to December 2<sup>st</sup> 2013, MCIT issued a call for public comments on "Proposed Rules for Telecommunications Sector Relating to Licensing, Access and Interconnection, Spectrum, Numbering, and Competition. Responses by 21 organizations (including private sector companies, civil society organizations, and international governments) were posted online at <a href="www.myanmarpublicconsultation.com">www.myanmarpublicconsultation.com</a>. This may have been the first online consultation by the Myanmar government. Unfortunately the website is now defunct and the consultation documents and responses are no longer publicly available.
- On 21 May 2015 one of the telecoms operators held its first public sustainability seminar in Yangon, outlining human rights risks and on-going compliance initiatives. The event was held with two-way translation.
- In March 2015, MCIT held a public forum in Yangon, focused on the health impacts on Myanmar mobile networks, with the support of the mobile industry association and one of the network providers. While the session and production of the brochure are positive steps, plans around translating the brochure into ethnic languages are unclear. This is especially important given the current geographic focus of the national telecommunications rollout. It is also unclear whose responsibility it is to distribute the brochure.



### Key finding: Lack of privacy policies or clear communication of policies

- Data retention policies were absent, or in some cases not clearly communicated to the customer/user
- Various levels of physical protection of data at business, including access controls and emergency backups of data.

### Key finding: Users lacked understanding of data privacy risks

- Sensitive personal data is shared on social media
- Many users are unaware of how to configure privacy settings in their social media accounts
- Similarly, users reported being unaware of how to report on content on social media

### **Myanmar Good Practice Examples:**

- Companies are beginning to conduct threat and vulnerability assessments across their applications, network, and infrastructure on an ongoing basis to test the security of the data held in their systems.
  - One bank uses two separate companies to perform assessments (one local and one international).



### Key finding: Inconsistent policies for handling data requests from law enforcement

- A regional operator office noted that little scrutiny is applied when law enforcements request location data or call records. The information is usually provided.
- PTD has requested that operators comply with requests for data in cases related to human trafficking, terrorism, and drug offenses.
- One operator has designated a small internal team to review the legitimacy of any data requests received from law enforcement.

# Current Situation: Lack of legal framework for lawful interception

- In May 2015, with support from international consultants, MCIT held an initial "fact finding" session, focused on cyber-crime and electronic evidence.
- Next steps are unclear PTD has indicated that they need a framework in place for "electronic evidence" prior to the elections.



### Key finding: Low awareness of cyber security risk by business

• The majority of companies did have policies in place to test their systems against threats.

### Key finding: Inconsistent physical protection of data

 Variation in the level of access control in place for businesses with data centers. Some businesses logged visitors to data centers, while others had multiple levels of security in place (biometric such as a fingerprint reader, access card, and close circuit television).

### Key finding: Pirated Software used by businesses

Many businesses used pirated software for internal business functions including email.
 Some software was observed lacking current patches from the developer, exposing users to security vulnerabilities

### Key finding: Pirated applications at mobile shops

 Many users also download pirated applications on their mobile phones at phone shops, unaware of the specific application permissions the software required or that an application could contain malware.



# Key Finding: Influence of religious leaders on public opinion

- Monks in positions of particular prominence and power regarding their influence on public opinion and the messages they convey, which are often not questioned by followers
- Interviewees expressed desire for educational campaigns around 'dangerous speech', respect, and tolerance

### Key Finding: Lack of content reporting online

- Many interviewees did not report online speech and content they found offensive to site administrators because they did not know this was possible and because internet connection was too slow
- Many interviewees felt that women were more vulnerable to impacts on their "dignities"
   from others' behaviours online and needed to be protected or limited from such exposure

### Key finding: Filtering equipment at ISP

- BlueCoat network equipment observed in one ISP's data centre. Unclear who had access to the equipment in the data centre
- Any formal process around managing requests to block or filter content was unavailable, as was a mechanism to communicate with customers regarding impacts of such requests on them

### Myanmar Good Practice Examples

- One of the international licensees is committed to developing 200 community information centres.
  - The aim of these is to:
    - Foster user adoption of mobile services and digital literacy across Myanmar
    - Connect rural communities that traditionally lacked access to connectivity and the internet to the outside world
    - ➤ Boost user adoption of mobile connectivity and Internet in rural areas and improve digital literacy through nationwide initiatives for schoolchildren



# Hate Speech Monitoring Survey

IHRB/MCRB undertook qualitative research on social media in Myanmar by conducting a short monitoring survey of social media in Bamar from February – March 2015.

- Questionnaire used in study based on "Dangerous Speech Framework" localized for Myanmar context
- Intended to provide a snapshot of the current atmosphere on social media in Myanmar

- Key finding: Majority of samples contained language directed at Muslim community
- Key finding: 38% of samples included a call to action, including:
  - Discrimination (e.g. by avoiding Muslim-owned shops and businesses)
  - Hostility (e.g. that Muslims should be denied citizenship or be driven out of the country)
  - Calls to kill Muslims
- Key finding: Posts that received the most reaction/response were those made by a politician or religious leader
  - The posts that were shared most widely were quotes by well-known Burmese figures



### Key finding: Race and religious tensions

- Several incidents in which subcontractors of a company from a majority Muslim country were disturbed in their work by communities protesting the company's presence in their area;
  - Reports of stones being thrown at cars carrying workers of companies that were perceived to be owned by Muslims
- Some workers were denied accommodation due to working for a Muslim company

### Key finding: Mixed perceptions of women working in ICT

- Some stakeholders indicated women and girls should not work and should stay at home to support their families.
- Female workers are excelling at programming and that there are more higher performing female students than male students at computer universities, including at masters level.

### Key finding: Parental concern over use of internet by youth

 Numerous cases of the negative impacts of over-use or misuse of the internet were shared with researchers, particularly by concerned parents. For example, some children have dropped out of school as a result of addiction to online gaming.



#### Key finding: Contract and documentation for landowners

• Though contracts were commonly signed with land owners confirming the lease arrangements which is required by law and good practice, a copy of the contract was often not provided to the land owner.

#### Key finding: Limited understanding of contract and terms

- Researchers were regularly told by land owners that they did not fully understand the content of what they were signing.
  - Most contracts appeared to include automatic renewal clauses

#### Key finding: Land compensation inconsistent for fibre

• Fibre optic cable companies generally did not use more formalised processes or documents to negotiate access. One time compensation for disturbance of land was sometimes paid.

### Key finding: Lack of access to remedy

- Regular reports of communities and land owners not knowing which company was responsible for fibre cable digging or tower construction, including whom to contact in cases of emergency or grievance.
- Cases of noise disturbance from generators powering towers were generally resolved, in some cases by the village administrator.
- Some communities complained of damage by the company of roads, as well as of companyprovided road repairs that failed to restore the quality of the road prior to the company's use.

### **Myanmar Good Practice Examples:**

- Written lease agreements were regularly signed with land owners for towers (though, as above, copies were often not provided to land owners or they claimed they did not understand the content fully).
- Most lease agreements included percentage increases, often 3-5%, every 3-5 years.
- Companies often facilitated the registration application process, reducing or removing the burden on land owners.
- Given the lack of a uniform and accessible land registry, regular reports were received of companies accepting alternative forms of documentation. This can offer a significant protection but can also be a significant risk if this is used to bypass customary owners. As a result, some companies also seemed to be undertaking more detailed due diligence to identify the "true" land owners, including direct discussions with villagers and local authorities.

**Operational Level Impacts** 



### Key finding: Harsh working conditions

- Observed working conditions for fibre cable digging were particularly harsh:
- Workers had to dig long distances of trenches manually, without any mechanical digging or drilling equipment, even in mountainous and extremely rocky areas.
- 10 hour work days were common practice, with no regular off days.

### Key finding: Inconsistent verification of worker documentation

 Occasional practices of reviewing identification to verify workers' age were reported, but many more instances of lack of identification cards or documents were indicating a general lack of basic measures to prevent underage workers in fibre cable digging in particular.

### Key finding: Little to no facilities or equipment provided to fibre cable diggers

- In some cases, workers had to pay for their own tools or had the costs deducted from their salaries.
- In some cases, workers were not provided drinking water and had to source their own, for example requesting from surrounding residents or boiling ground water.
- In some cases, Workers had to find or build their own accommodation with their own money, despite often being transported long distances from their homes for long periods of time in order to continue working on the lines. This usually consisted of make-shift tents from tarpaulins and sticks. Camp areas were commonly in nearby fields or off the side of the road and did not have any running water, power or adequate sanitation facilities.
  - Workers often had to similarly pay for other supplies: candles, blankets, mattresses, buckets of water to cook or shower with, as well as wood for cooking.

### Key finding: Several cases of workers in debt-bondage

- Workers were brought on to dig fibre cable trenches due to a debt owed to the group leader. This
  often arose where workers asked for advance payments during the rainy season in order to make
  ends meet until the next crop yields.
- When workers expressed a wish to quit or move to another job the creditor threatened increased interest rates.
- Some workers were also required to purchase food, water and other supplies from labour leaders, often at inflated prices and on a credit-based system.

### Key finding: Awareness of rights regarding wages and benefits varied considerably

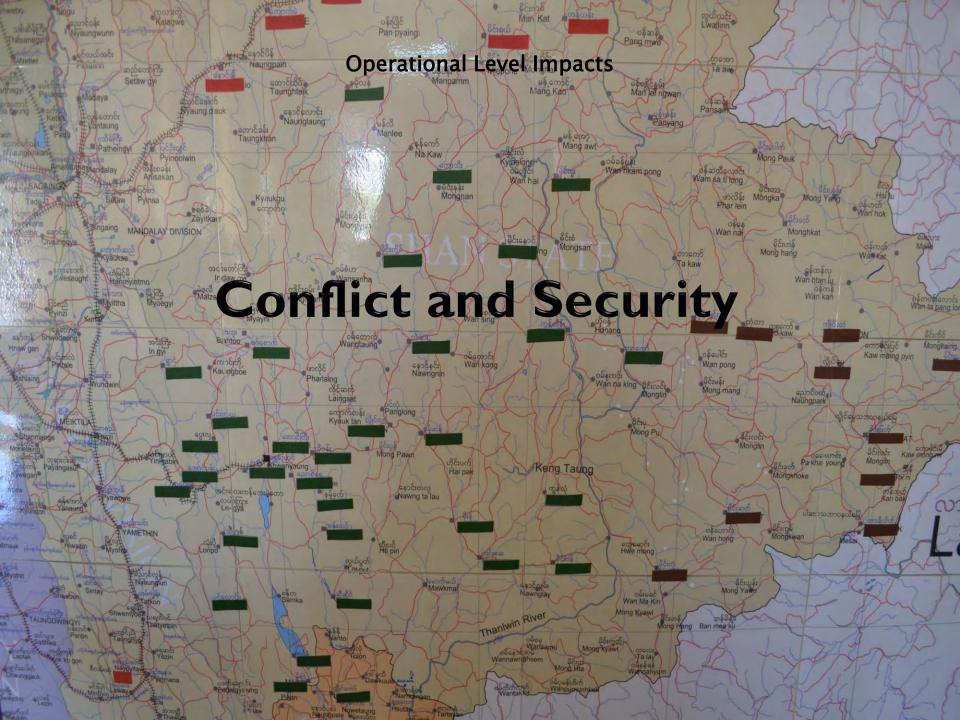
- Many workers admitted to a very low level of understanding of their rights vis-à-vis employers or the Government.
- There was also little to no information regarding labour rights or working conditions shared proactively by most companies with their workers

### Key finding: Children at labour camps

- Fibre cable line workers often had to travel long distances from their homes in order to take up work.
- Workers sometimes brought their children with them as they could not afford child care or because it was difficult to reliably arrange due to moving from site to site regularly.
- As such, children were regularly left with someone connected to the works in the worker camps during the 10 hour shift periods

### **Myanmar Good Practice Examples**

- Some subcontractors ensured PPE was provided to their workers and used, provided emergency first aid kits and fire extinguishers, and paid workers' medical bills where incidents arose, despite not receiving safety guidelines or training from tower companies or telecoms operators.
- A small number of fibre cable digging companies provided workers with digging equipment, PPE and tents and supplies for accommodation without charge.



### Key finding: Need for consultation

- Need for consultation at all levels from armed groups down to local level to ensure there is understanding and acceptance of the work being done
- Need for conflict-sensitivity

### Key finding: Potential for harm to workers

Potential risks to workers from land mines, physical threats







### **Potential Cumulative Impacts**

ICT Parks/SEZs	Key finding: Manufacturing
<ul> <li>Need to consider:</li> <li>Longer term impact of the industrial activities within the zone</li> <li>Impact of the transport infrastructure in and out of the</li> </ul>	<ul> <li>ICT Master Plan suggests government financial and administrative support to encourage ICT manufacturing</li> <li>Environmental, social and human rights</li> </ul>
<ul> <li>Land acquisition and resettlement</li> <li>Demand on public services such as housing, healthcare and education for the workers and their families.</li> </ul>	impacts of developing manufacturing clusters in the ICT sector are absent from the 2011-2015 ICT Master Plan Follow Up Report



# Draft Recommendations (1/4)

#### Government of Myanmar

- 1. Establish a coherent policy framework for the ICT sector with adequate safeguards.
- Improve ICT legislative and regulatory reforms to ensure appropriate safeguards around Government activities and a coherent framework for responsible business conduct in the ICT sector.
- Improve legislative and regulatory reforms in other related areas to ensure appropriate safeguards around Government activities and a coherent framework for responsible business conduct in the ICT sector.
- 4. Make the move from "surveillance state" by adopting a rights-respecting lawful interception model and maintaining open access to the internet.
- 5. Improve data protection standards and cybersecurity.
- 6. Demonstrate a commitment to free and open communication through a modern Freedom of Information Law and build meaningful transparency systems across Government.
- 7. Accelerate the implementation of Myanmar's universal service commitment
- 8. Improve education of users and potential workers in the sector and send clear signals about respectful use of ICT's.

Annex to the Recommendations: The Characteristics of a Rights-Respecting Lawful Interception Model

# Draft Recommendations (2/4)

### **ICT Companies**

- 1. Understand local operating contexts and histories.
- 2. Apply international standards of responsible business conduct in the absence of developed national legal frameworks.
- Adopt a policy commitment to responsible business conduct, including a commitment to respecting human rights, and ensure the policy is embedded across the company and communicated widely to stakeholders.
- 4. Take account of local complexities and legacies when assessing the impacts both operations and business partners may have, and integrate and act on these findings.
- 5. Track responses to risks and impacts and communicate externally on the effectiveness of responses.
- Engage with potentially affected stakeholders, particularly workers, communities, customers and users, to build understandings and demonstrate transparency and accountability.
- 7. Put in place mechanisms that can address concerns and grievances quickly and effectively.
- 8. Take collective action where appropriate to address human rights, social and environmental issues.
- 9. Develop strategies for creating positive impacts at the local, regional and national level.

# Draft Recommendations (3/4)

### Human Rights Defenders and CSOs

- Engage actively in commenting on and debating ICT policy, legal and regulatory framework changes.
- 2. Hold companies to account on responsible business conduct, including around human rights.
- 3. Encourage companies and government to engage in multi-stakeholder discussion on human rights, social and environmental issues within the ICT sector.
- 4. Initiate and support efforts to educate the Myanmar public about safe and peaceful behaviour online, including counter-speech.
- 5. Increase media reporting on ICT sector.

#### Development Partners/Home Governments

- Support the strengthening of human rights and social and environmental considerations within policy, legal and regulatory framework improvements, especially those highlighted in Recommendations 2 and 3 to the Myanmar Government.
- 2. Support implementation of the corporate responsibility to respect human rights by Myanmar and international companies.
- Ensure investment and free trade agreements negotiated with the Government of Myanmar reinforce responsible business practices.

## Draft Recommendations (4/4)

#### Investors

- Conduct due diligence on companies in their portfolios that are involved in the ICT sector in Myanmar.
- 2. Engage with investee companies involved in the ICT sector in Myanmar to ensure that these companies meet or exceed international standards on responsible business conduct relevant to their business in Myanmar.
- Urge companies doing business in the ICT sector in Myanmar to report robustly on how they manage risks and impacts associated with investments and operations in the country.

#### Users

1. Undertake basic steps to protect your privacy and security while using ICTs.

## **Breakout Groups**

**Purpose:** To collaborate with fellow stakeholders to refine recommendations for

- Government of Myanmar
- ICT Companies
- Human Rights Defenders and CSOs
- Development Partners and Home Governments
- Investors
- Users

- Breakout Session I (40 Minutes)
  - AI) Hate Speech & FOE
  - A2) Privacy/LI, Cyber-Security and Cybercrime
  - **A3)** Network rollout: Land, Labour and Stakeholder Engagement
  - **A4)** Access to Information, including accessibility of vulnerable groups.

### **N**ext steps

- **Summary of the meetings** on MCRB website (Chatham House rule)
- Revision of draft report and update of slide pack with suggested actions following consultations
- Deadline for written comments (in English or Burmese) to <a href="mailto:kamran.emad@myanmar-responsiblebusiness.org">kamran.emad@myanmar-responsiblebusiness.org</a> with a subject line of "ICT SWIA Consultation Draft Feedback" by <a href="mailto:10th July">10th July</a> <a href="mailto:2015">2015</a>. These will be posted on the MCRB website with each commentator's submitted name and organisation unless you tell us that you do not want your comments posted on our website.
- Additional information on **linked initiatives** is also welcome by the same timeframe.
- Submission of these documents to government for discussion
- Completion of additional chapters
- Publication on MCRB website
- Multi-stakeholder discussions on areas for action



## Thank you



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